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A STUDY ON ORGANISATIONAL CLIMATE AND JOB SATISFACTION

S. Murugan*¹

¹*Department of Commerce, SRM Arts and Science College, Kattankulathur, Kancheepuram, Tamilnadu, India.

ABSTRACT

Organizational Climate is about the perceptions of the climate and about absolute measures. All organizational theoreticians and researchers unanimously agree that a social Climate is extremely important for the ultimate achievement of organizational goals. Organizational Climate though abstract in concept, is normally associated with job performance and job satisfaction and morale of the employees' climate. It covers evolution of organizational climate, Good climate Vs Bad climate, the conceptual development, distinction between culture and climate, dimensions of organisational climate, factors affecting organisational climate, impact of organisational climate, balancing organisational climate, some issues of organizational climate, impact and importance of organizational climate. The present study is aim at identifying the organization climate and perception of the employees views on their organization climate. The majority of the respondents have the positive attitude towards the prevailing organizational climate. The most respondents perceive that the organization climate is favourable for them. The overall assessment of the organization climate state that the most of respondents have a positive perception of the various dimensions of the organization.

KEYWORDS

Organisational Climate, Perception, Organisational goal, Dimension and Assessment.

Author for Correspondence:

Murugan S,
Department of Commerce,
SRM Arts and Science College,
Kattankulathur, Kancheepuram, Tamilnadu, India.

Email: murugan10021981@gmail.com

INTRODUCTION

Organizational Climate is about the perceptions of the climate and about absolute measures. The 'Climate' may be regarded in absolute terms and measured by instruments, but is 'felt' differently by individuals. The absolute climate may suit one person and not another. All organizational theoreticians and researchers unanimously agree that a social Climate is extremely important for the ultimate achievement of organizational goals. Organizational Climate though abstract in concept, is

normally associated with job performance and job satisfaction and morale of the employees' climate. This chapter deals with general introduction of organizational climate.

It covers evolution of organizational climate, Good climate Vs Bad climate, the conceptual development, distinction between culture and climate, dimensions of organisational climate, factors affecting organisational climate, impact of organisational climate, balancing organisational climate, some issues of organizational climate, impact and importance of organizational climate and conclusion.

The Etiology of Organizational Climate

According to Moran and Volkwein (1992)¹, there is a lack of understanding of how climates emerge or formed in an organisation. Schneider and Reichers (1983)² contend that an explanation of how climates are formed will provide a deeper understanding of the concept, but will in addition, lead to further conceptual and methodological progress. A key question posed by Schneider and Reichers (1983)² is how it happens that individuals who are presented with numerous stimuli at work develop relatively homogenous perceptions of these stimuli, and in addition, attach similar meanings to aspects of organisational life. In order to answer this question, four approaches to the formation of climate will be discussed. These include,

1. The Structural approach
2. The Perceptual approach
3. The Interactive approach

The origin and the use of the specific term are found to be as old as the original concept of management itself. However, over a long period of time there appeared various frameworks, conceptual as well as operational, different sets of dimensions, techniques of measurements, and research findings that are highly diverse and often contradictory. The above approaches are discussed below

The Structural Approach

This approach views organizational climate as a characteristic or attribute of the organisation. These attributes are considered to be owned by the organisation and existing independently of the perceptions of the individual members. This approach is equivalent to the perceptual

measurement-organisational attribute approach proposed by James and Jones (1974)³ and to what Schneider and Reicher's (1983)² refer as the structural argument. As reflected in the below figure, Moran and Volkwein (1992)¹ offer a visual representation of the above-mentioned approach. From the figure below, it is evident that the organization's structure gives rise to the organizational climate, which is then perceived by the members of the organization. Hence, organizational climate is formed as a result of the common perceptions members have of exposure to common organizational structure. However, certain dilemmas are innate in this approach. Firstly, the structural approach does not take into account why studies have found different work group climates in one organisation where the structural factors are common throughout the organisation.

The Perceptual Approach

The perceptual approach is similar to the perceptual measurement-individual attribute approach of James and Jones (1974)³. This approach postulates that organisational climate originates in the individual, which is in direct contrast to the aforementioned approach which views organisational structure as the basis of organisational climate (Moran and Volkwein, 1992)¹. According to this approach, the individual interprets and responds to the situation in a way that is psychologically meaningful to him/her. The figure below illustrates how, in this approach, the individual perceives the organisational conditions and then creates a psychological representation of the climate. The term "organisational conditions" refers to the structural characteristics highlighted in the previous approach but is more encompassing in the sense that it includes organisational processes such as communication, influence, leadership and decision.

The Interactive Approach

This approach builds on the aforementioned approaches and combines the objectivism of the structural approach and the subjectivism of the perceptual approach. This approach identifies communication as a key contributor of organisational climate. Empirical studies verify communication as a central element contributing to

climate. The figure here under depicts the relationship between organisational conditions, the individual perceiver, the interactions of the group members and organisational climate. From this diagram it is evident that organisational climate is the result of the members' interaction. This approach provides a link between the structural and the perceptual approaches because it acknowledges that meaning is generated by the individual intentionally interacting with objects and people because it provides meaning for them.

The Cultural Approach

The approaches discussed in the previous section do not take into consideration the influence of organisational culture has on individuals' perceptions and on exactly how they interact. The cultural approach does not focus on the formal properties of organisations or Concern itself with the subjective psychological characteristics of individuals, nor with how individuals combine these two approaches. According to the cultural approach, organisational climate is shaped by individuals in a group who interact and who share the same abstract frame of reference, organisational culture, as they learn to deal with the organisation's demand. This approach emphasises the interaction of individuals as a source of climate, a view it shares with the interactive approach delineated above. However, the cultural approach includes the role of organisational culture as a key factor in the development of organisational climate.

Factors Affecting Organizational Climate

Lawrence James R and Allan Jones (1974)³ have tried to identify the factors influencing Climate and they grouped these factors under five heads:

Organizational Context

The first and foremost influential factor that affects the climate is the management philosophy. If the company is wedded to such a policy that it effectively utilizes its resources both human as well as non-human, then it can be concluded that the climate is good.

Organizational Structure

Structure of the organization represents another variable that affects climate. It needs no relationships

and delineates authority and functional responsibility.

Process

In every organization certain processes are vital so that it runs. Communication, decision-making, motivation and leadership are some of the very important processes through which the management carries out its objectives.

Physical Environment

The external conditions of environment, the size and location of the building in which an employee works, the size of the city, weather or the place all affect the organizational climate.

System Values and Norms

Every organization has discernible and fairly evident formal value system where certain kinds of behaviours' are rewarded and encouraged, and certain kinds of behaviour forces an individual to formal sanctions. The formal value system is communicated to employees through rules, regulations and policies.

Impact of Organizational Climate

Organizational climate has a major influence in human performance through its impact on individual motivation and job satisfaction. It does this by enacting certain kinds of expectancies and the consequences will follow from different actions. Individuals in the organization have certain expectations and fulfilment of these expectations depends upon their perceptions as to how the organizational climate suits to the satisfaction of their needs. This organizational climate provides a type of work environment in which individual feels satisfied or dissatisfied. Since satisfaction of individual goes a long way in determining his efficiency.

Statement of the Problem

At individual level, personality features, cognitive ability and job features; at the work group level, leadership and work group features and at organizational level; factors included are work organization and organization's environment or climate. Because organisational climate plays such a critical role in organisations and influences employees' perceptions, which impacts on their behaviours.

Significance of the Study

The climate is the feel of the organization, the individual and shared perceptions and attitudes of the organization's members. While the culture is deep rooted nature of the organization that is a result of long-held formal and informal systems, rules, traditions, and customs; climate is a short-term phenomenon created by the current leadership. With this regard it is said that the organizational climate has a major influence on human performance through its impact on individual motivation and job satisfaction. Individuals in the organization have certain expectations and fulfilment of these expectations depends upon their perception as to how the organizational climate suits to the satisfaction of their needs.

Need for the Study

Organizational climate serves as the guidelines for dealing with people, and has a major influence on motivation and productivity of individuals as well as total work group. It govern employee behaviour by prescribing what types of behaviour will be rewarded and what will be punished. Thus, an organization can influence and motivate people to behave in desired manners that suit to organizations. The organizational factors shape and improve employees' perception towards organization and their jobs.

Objectives of the study

1. To Study the extent of awareness about better organizational climate.
2. To identify the attitude of employees towards the prevailing organizational climate.
3. To identify the factors that affects the organizational climate.
4. To find out the influence of determinants of organization in organizational climate.
5. To Suggestion and development of good organizational climate.

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manners that suit to organizations. The organizational factors shape and improve employees' perception towards organization and their jobs.

Scope of the Study

Organizational climate has a major influence on human performance through its impact on individual motivation and job satisfaction. It does this by creating certain kinds of expectations about what consequences will follow from different actions. Individuals in the organization have certain expectations depends upon their perception as to how the organizational climate suits to the satisfaction of their needs.

RESEARCH METHODOLOGY

Fundamental to the success of any formal research project is a sound research design. A good research design has the characteristics of problem definition, specific methods of data collection and analysis, time required for research project and estimate of expenses to be incurred. The function of a research design is to ensure that the required data are collected accurately and economically. A research design is purely and simply the framework or plan for the analysis of data.

Research Design

Every research project conducted scientifically specifies a frame work for controlling of data. This frame work is called research design. The Research design used in the study is descriptive research design.

Sample Size

Sample size is fraction or a part of total number of elements or units in defined population. Considering the nature, extent and time consistent sample size chosen for these 300 employees.

Limitations of the Study

1. The time was the major constrain so the number of respondent was strictly restricted to 300. The sample selected for the study is very small compared to the total population of the organizations.
2. The study is limited only to top four IT companies. These companies are selected based on Cognition Software Service Companies, January 1, 2017.

3. The study is conducted only with reference to Chennai IT companies.
4. The questionnaires are mostly circulated among the fresher and low level employees in the companies.

REVIEW OF RELATED LITERATURE

The following are the few main review of literatures about the A Study on organisational climate and job satisfaction.

In this approach climate is still an organizational attribute but it is independent of the perception of the members. The third approach assumes organizational climate to be grounded in the perceptions of the individuals. Psychological climate is differentiated from, and a precursor to organizational climate. This approach is based on several studies that demonstrated that climate perceptions vary on the basis of individual and job differences as much as organizational differences⁴.

It also has been the approach that has best addressed past challenges to the relevance of the climate construct and added value to research on organizational and individual behaviour. The remainder of this section discusses the contributions of the climate construct per se as well as specific findings from empirical research⁵.

Climate is an individual perception. There was no attempt to restrict the climate definition to perceptions shared by members of a work group or organization. What is important to the individual is how he perceives his work environment and not how others might choose to describe it. Instruments developed in this third tradition have produced dimensions such as managerial supportiveness, managerial structure and concern for new employees, conflict independent and general satisfaction⁶.

It was found that different climates could exist within the same group or organization; therefore organizational attributes per se are not sufficient to account for climate. Climate is an individual perception. There was no attempt to restrict the climate definition to perceptions shared by members of a work group or organization. What is important to the individual is how he perceives his work environment and not how others might choose to describe it (Schneider, 1973)⁷.

Data analysis and Interpretation

Inference

Alternate Hypothesis (H1)

There is significant relationship between ages of the employees with the relationship with their superiors.

Null Hypothesis (Ho)

There is no evidence of significant relationship between ages of the employees with the relationship with their superiors.

Degree of Freedom

Degree of freedom = $(R-1)(C-1)$

= $(5-1)(3-1)$

= 8 df

For 8 degree of freedom from table F of Chi-Square distribution. Table value of Chi-Square = 26.296 at 5% level of significance. Calculated value Chi-Square = 25.06.

The table value = 26.296 > Calculated value Chi-Square = 25.06 the computed value of Chi-Square is less than the table value of Chi-Square at 5% level of significance. Hence it is to be taken that null hypothesis is accepted and it is said that there is no evidence of significant relationship between ages of the employees with the relationship with their superiors.

Table No.1: Relationship between the Ages of the Employees and their Relationship with the Superiors

S.No	Age of employees	Healthy	Cordail	Un healthy	Total
1	20-30	45	88	42	175
2	31-40	16	25	10	51
3	41-50	17	12	9	38
4	51-60	3	22	1	26
5	61-70	3	4	3	10
6	Total	84	151	65	300

Primary data

CONCLUSION

The present study is aim at identifying the organization climate and perception of the employees views on their organization climate. From this study it is apparent that the employees are aware about their organization climate which is evident from the response of the respondents. The majority of the respondents have the positive attitude towards the prevailing organizational climate. The most respondents perceive that the organization climate is favourable for them. The overall assessment of the organization climate state that the most of respondents have a positive perception of the various dimensions of the organization.

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CONFLICT OF INTEREST

We declare that we have no conflict of interest.

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